MULTIMEDIA UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

# FINAL EXAMINATION

**TRIMESTER 1, 2016 / 2017 SESSION**

## DBS5018 – BUSINESS MANAGEMENT

(All sections / Groups)

21 OCTOBER 2016
3.00 p.m. – 5.00 p.m.
(2 Hours)

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**INSTRUCTIONS TO STUDENTS**

1. This question paper consists of 8 pages with four (4) sections.
2. Answers for section A should be shaded on the OMR sheet provided.
3. For sections B, C and D, please write your answers in the answer booklet provided.

## SECTION A: MULTIPLE CHOICE QUESTIONS

**Each question consists of 1.5 marks. Answers for this section should be shaded on the OMR sheet provided.**

1. During Jasmine first day of reporting to work, she was made known that she has to report the financial result of company to the shareholders and be accountable to any misrepresentation of information. She is a _____ of the company.

   A. manager
   B. director
   C. subordinate
   D. stockholder

2. Suzy is a head of department of finance and she is responsible to report to the Chief Finance Officer on the monthly account. Suzy is an example of _____.

   A. middle manager
   B. top manager
   C. non managerial employee
   D. first-line manager

3. Company Wita is an organisation with clear division of labor, defined hierarchy, detailed rules and regulations, and impersonal relationships. Company Wita shows the characteristic of _____.

   A. equity
   B. scalar chain
   C. centralization
   D. bureaucracy

4. William is making his decision to proceed with the project based on the objective and logical information. He is clear with the goal of the project and understand all the possible consequences of his decision. William is practicing _____.

   A. rational decision - making
   B. bounded rationality
   C. intuitive decision - making
   D. evidence - based management

5. Which of the following is **NOT** the benefits of good stakeholder relationship?

   A. Company improves the predictability of environmental changes
   B. Company enjoy some increased successful innovations
   C. Company gain higher trust among stakeholders
   D. Company faces greater impact of change



**Continued...**

6. Teng Restaurant is changing their business operating hour to suit the changes of pattern of consumption of the customers. Teng Restaurant develop new menus to suit the taste of the local communities. Which of the external environment factor that affect their performance?

   A. Political/Legal
   B. Demographic
   C. Economic
   D. Sociocultural

7. Jenny Corporation is viewing the world solely through their own perspectives, hence this lead to issue such as Jenny Corporation is unable to recognize differences between people. Jenny Corporation is having _____.

   A. parochialism attitude
   B. ethnocentric attitude
   C. polycentric attitude
   D. geocentric attitude

8. Dorry Corporation is forming a partnership with Daus Corporation where both of them agree to form a separate, independent organisation for some business purpose. This is an _____.

   A. joint venture
   B. strategic alliance
   C. foreign subsidiary
   D. licensing

9. The management of the ASTRT Company strive for betterment of the society welfare and the company is committed to contribute part of their profits to the local community. This is a practice of_____.

   A. classical view
   B. social obligation
   C. socioeconomic view
   D. social responsiveness

10. This company is highly formalized and operate in a mass production manufacturing industry. The most effective structure to be used is a _____ structure.

    A. organic
    B. mechanistic
    C. matrix
    D. adaptive

11. Mazy Sdn Bhd is operating as per the legal required. This company obey laws, rules, and regulations willingly without any intention to challenge the authority. This is an example of _____ approach.

A. light green
B. market
C. stakeholder
D. activist

12. In a traditional organisation design, the organisation can group similar occupational specialties into a department. The department will handle this particular role for the entire organisation. Which of the following best describe this organisation design?

A. Simple structure
B. Functional structure
C. Divisional structure
D. Matrix structure

13. ACD Enterprise is a relatively new and small organisation. This organisation is set up by the founder, Mr. Koh. He implemented new process flow in the organisation and the employees are able to cope with this changes. Which of the following statement **BEST** describe ACD Enterprise?

A. The employees are resistance to change.
B. The employees are facing leadership change in the organisation.
C. ACD Enterprise encounter dramatic crisis.
D. ACD Enterprise' organisation culture facilitates cultural changes.

14. This is a plan for how the organisation will do, how the organisation will compete successfully, and how the organisation will attract and satisfy its customers in order to achieve its goals. This is a _____.

A. business model
B. strategy
C. mission statement
D. SWOT analysis

15. Quantas Bhd. is an organisation that encourages their employees to networks with various profession and suppliers to provide other needed product components for the organisation.
Which of the following **BEST** describe Quantas Bhd's organisation design?

A. Network Organisation
B. Learning Organisation
C. Virtual Organisation
D. Bounderless Organisation

16. Tengo and Partners set up a meeting to discuss the organisation plan and goals. They believe that one of the key success factor of a business is good planning. Which of the following is **NOT** the key reason for planning?

A. Planning provides direction.
B. Planning help the organisation to reduce uncertainty.
C. Planning will maximize waste and redundancy.
D. Planning sets the standards for controlling.

17. Weng Heng has intense drive to succeed and excel in relation to a set of standards. He is motivated to achieved his goal. He has strong _____.

A. need for achievement
B. need for affiliation
C. need for power
D. need for self-efficacy

18. Google's employees are connected to their job and they are satisfied with and enthusiastic about their jobs. They are proud of being Google's employee. This is an example of_____.

A. employee engagement
B. cognitive dissonance
C. job attitudes
D. workplace misbehavior

19. Most organisations use groups to make decisions. Which of the following are the advantages of group decision-making?

I. More complete information and knowledge
II. A diversity of experience and perspectives
III. Increased acceptance of a solution
IV. Dominant and vocal minority can influence the decision

A. I, II, III
B. I, II, IV
C. I, III, IV
D. II, III, IV

20. Balanced scorecard performance measurement tool that examines more than just the financial perspective. Which of the following is **NOT** the measurement in balanced scorecard?

A. Financial
B. Customer
C. Product and assets
D. Internal processes

**[TOTAL 30 MARKS]**

## SECTION B: FILL IN THE BLANKS QUESTIONS

**Each question consists of 1 mark. Fill in the blanks with the most appropriate answer. Answers for this section should be written in the answer booklet provided.**

| | | | | |
|---|---|---|---|---|
| Written | Flexible | Traditional goal-setting | Management by objectives | Ambiguity |
| Ongoing | Planning | Formal planning department | Means-ends chain | Performance |

1._____ is to define the organisation's goals, establish strategies for achieving those goals, and develop plans to integrate and coordinate work activities. The term planning is normally referring to formal planning. In formal planning, specific goals covering a specific time period are defined. These goals are 2. _____ and shared with organisational members to reduce 3. _____ and create a common understanding about what needs to be done.

In planning stage, there are several approach in setting goals. One of the approach is 4._____. This approach of goals setting involves top managers to set goals then flow down through the organisation. Each organisational area will set the sub-goals that align to the main organisation goals. The traditional approach is often assisted by a 5._____. This department consist of a group of planning specialists whose sole responsibility is helping to write organisational plans. Besides that, the another approach is 6._____, this is an integrated network of goals in which the accomplishment of goals at one level serves as the means for achieving the goals at the next level. The third approach is 7. _____. This approach is referred as a process of setting mutually agreed goals and using those goals to evaluate employee 8._____.

In an uncertain environment, managers should develop plans that are specific, but 9._____. Managers need to recognize that planning is an 10. _____ process.

**[TOTAL 10 MARKS]**

## SECTION C: CASE STUDY QUESTIONS

**Answers for this section should be written in the answer booklet provided.**

### 1. Corporate Governance

Many believe that only public companies or large established companies with many shareholders need to be concerned about corporate governance. The reality is, all companies regardless whether the company is big or small, private or public, early stage or established required good governance. One size fit all is no longer applicable, and right-sized governance practices will positively impact the performance and long-term viability of every company.

Some of the good corporate governance practices will positively impact every company's performance and long-term viability. One of the example is building a strong qualified board of directors. Qualified board consist of board of directors who are knowledgeable, independent, qualified, and competent and have relevant expertise, strong ethics, integrity, diverse backgrounds, and skill sets, as well as sufficient time to commit to their duties.

Another strong corporate governance practice is well defined roles and responsibilities. Define the roles of the board and officers by establish clear lines of responsibility and accountability among them will ensures that the agents are acting in the company's long-term best interests.

Emphasize integrity and ethical dealing is another good corporate governance practice. It is important to cultivate company culture of integrity in business dealing and compliance with laws and policies. In addition, companies can implement policies for conflicts of interest, code of business conduct, and whistleblowing, then appoint someone to oversee and manage them.

**QUESTIONS:**

a) Based on the above case study, what are the **THREE (3)** ways to control the management so that interests of corporate owners are protected?

(3 marks)

b) Provide **THREE (3)** types of control that can be applied in a company? Explain each of them.

(6 marks)

c) Identify any **ONE (1)** financial control that a company can apply.

(1 marks)

## 2. Organisation Behaviour

Organisational behavior is a field of study that is concerned specifically with the actions of people at work. Employees influence their environment and are also influenced by their environment, as a result, the study of organisational behaviour is a multi-level endeavor. Primarily, there are individual behavior, group behavior and organisational aspects. Individual behavior includes attitudes, personality, perception, learning, and motivation, meanwhile group behavior includes norms, roles, team building, leadership, and conflict. Some of the examples of organisational aspects are organisational culture, organisational structure, cultural diversity, inter-organisational cooperation, change, technology, and external environmental forces. Managers need to be able to explain why employees engage in some behaviors rather than others, predict how employees will respond to various actions, and influence how employees behave.

**QUESTIONS:**

a) Based on the above case study, identify **THREE (3)** focus areas of organisation behavior and the example for each of the focus areas.

(6 marks)

b) Name **TWO (2)** managerial tools in shaping behavior. Give an example for each of the managerial tool.

(4 marks)

**[TOTAL 20 MARKS]**

**Continued...**

## SECTION D: STRUCTURED QUESTIONS

**Answers for this section should be answered in the answer booklet provided.**

### QUESTION 1

a) Briefly explain who are leaders. (1 mark)

b) Path-goal theory is a leadership theory that states that the leader's job is to assist followers in attaining their goals and to provide direction or support needed to ensure that their goals are compatible with the goals of the group or organisation.

What are the **FOUR (4)** leadership behaviors? (4 marks)

c) Briefly explain the difference between transactional leaders and transformational leaders. (2 marks)

d) Identify any **THREE (3)** roles of a team leaders. (3 marks)

### QUESTION 2

a) Maslow's Hierarchy of Needs stated 5 different level of human needs. Identify any **THREE (3)** level in the hierarchy. Provide an example or explanation for each of the level. (6 marks)

b) Briefly explain **TWO (2)** rewards programs that can motivate employees to strive for better organisation's performance. (4 marks)

### QUESTION 3

a) State **TWO (2)** human resource management process that involves in:
   I. Providing employees with up to date skills and knowledge
   II. Retaining competent and high performing employees (4 marks)

b) Provide **TWO (2)** methods that a company can use for recruiting new talent. Describe the advantages and disadvantages for each of the method. (6 marks)

### QUESTION 4

a) Interactionist view of conflict refers to the view that some conflict is necessary for a group to perform effectively. Briefly describe **TWO (2)** different views of conflict. (4 marks)

b) Explain any **THREE (3)** techniques to resolve conflict. (6 marks)

**[TOTAL 40 MARKS]**

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